

Instructional Leadership: How to Connect the Dots

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Center on
GREAT TEACHERS & LEADERS
at American Institutes for Research ■



Mission

The mission of the Center on Great Teachers and Leaders is to foster the capacity of vibrant networks of practitioners, researchers, innovators, and experts to build and sustain a seamless system of support for great teachers and leaders for every school in every state in the nation.

Session Objectives

- Participants will understand the evolution of the principal's role and the effects of each change.
- Participants will complete a case study aligned with their current grade span.
- Participants will create an action plan for themselves.
- Participants will share out the action plan with other groups.

Agenda

- The Theory Behind Instructional Leadership
- How Does Everything Connect?
- Case Studies
- Your Plan of Action
- Action Planning With School or District Team
- Questions and Answers



The Theory Behind Instructional Leadership

Redesign Rationale: Accelerating Change

1950s



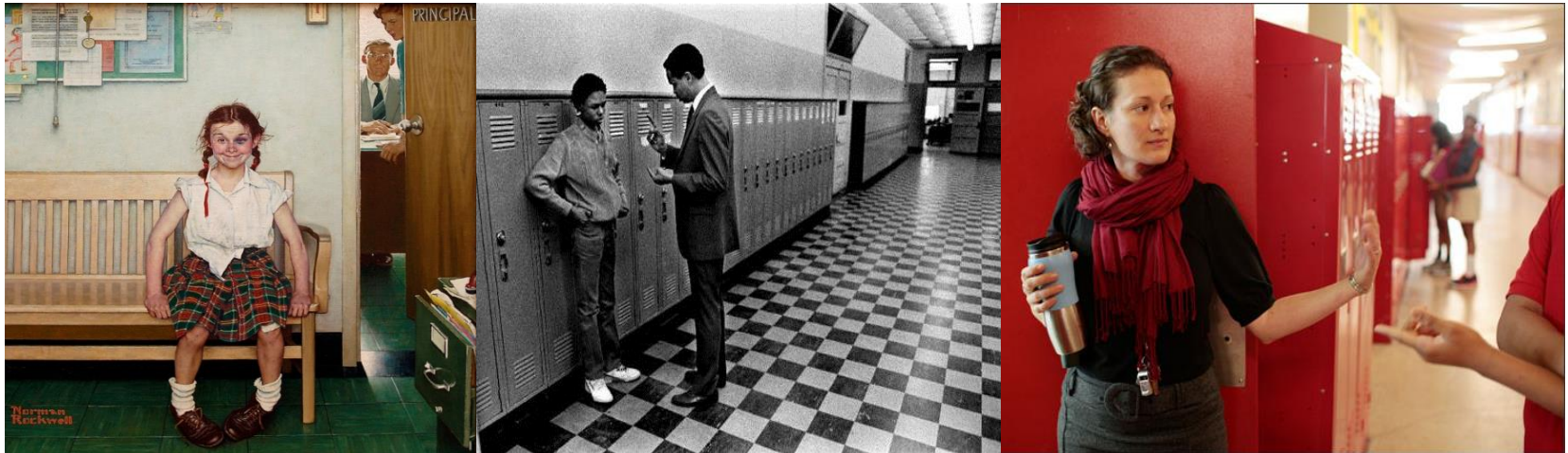
1990s



2010s



Redesign Rationale: Accelerating Change



Task diversification and distribution

Disciplinarian
Manager
Isolated

Disciplinarian
Manager
Community-engaged

Disciplinarian
Manager
Instructional leader

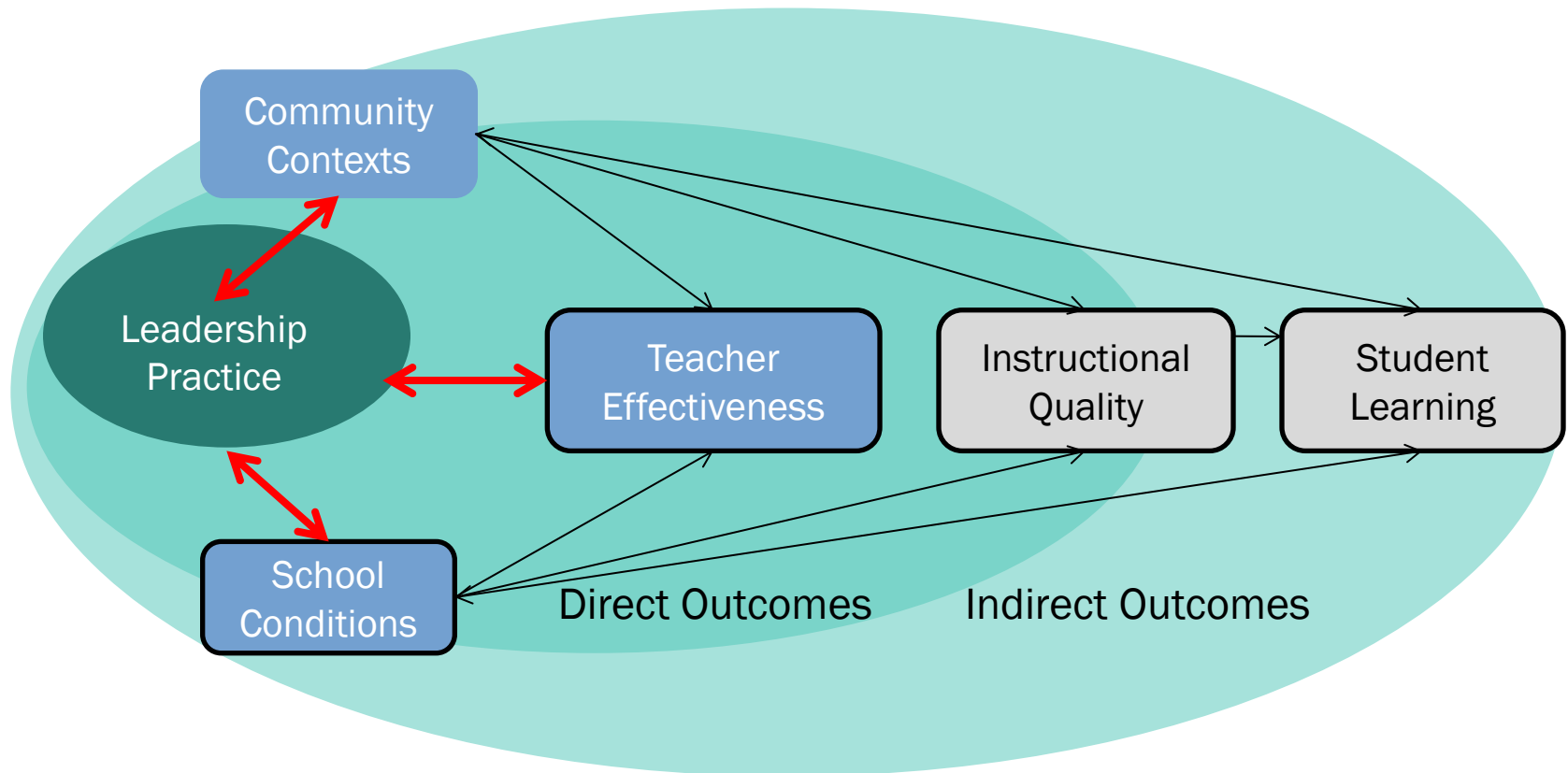
Workforce diversity

Types of Leadership

	Approach to Principal Leadership
Traditional Manager	Leaders uphold traditions in school as well as community and work to create a more efficient system to attain goals. School and district administrators are the sole leaders.
Supervisor of Standards	Leaders shape staff and student behaviors to meet organizational or societal standards and ensure that people adhere to established norms. School and district administrators are the sole leaders.
Adaptive Leader	Leaders work closely with each teacher and adjust leadership approaches to move individuals toward achievement of organizational goals. School and district administrators are the sole leaders.
Instructional Leader	Leaders encourage teachers to problem solve and revise practice by facilitating self-reflection and collaborative learning. School administrators lead curriculum improvement, monitor progress, and give teachers a role in the process.
Leader Among Leaders	Leaders recognize their limitations and the limitations of their position as well as the capacity of others to lead. Leaders work to establish organizational systems that distribute leadership and support organizational learning.

Sources: Clifford (2012); Walker (2002)

Redesign Rationale: Principal Influence

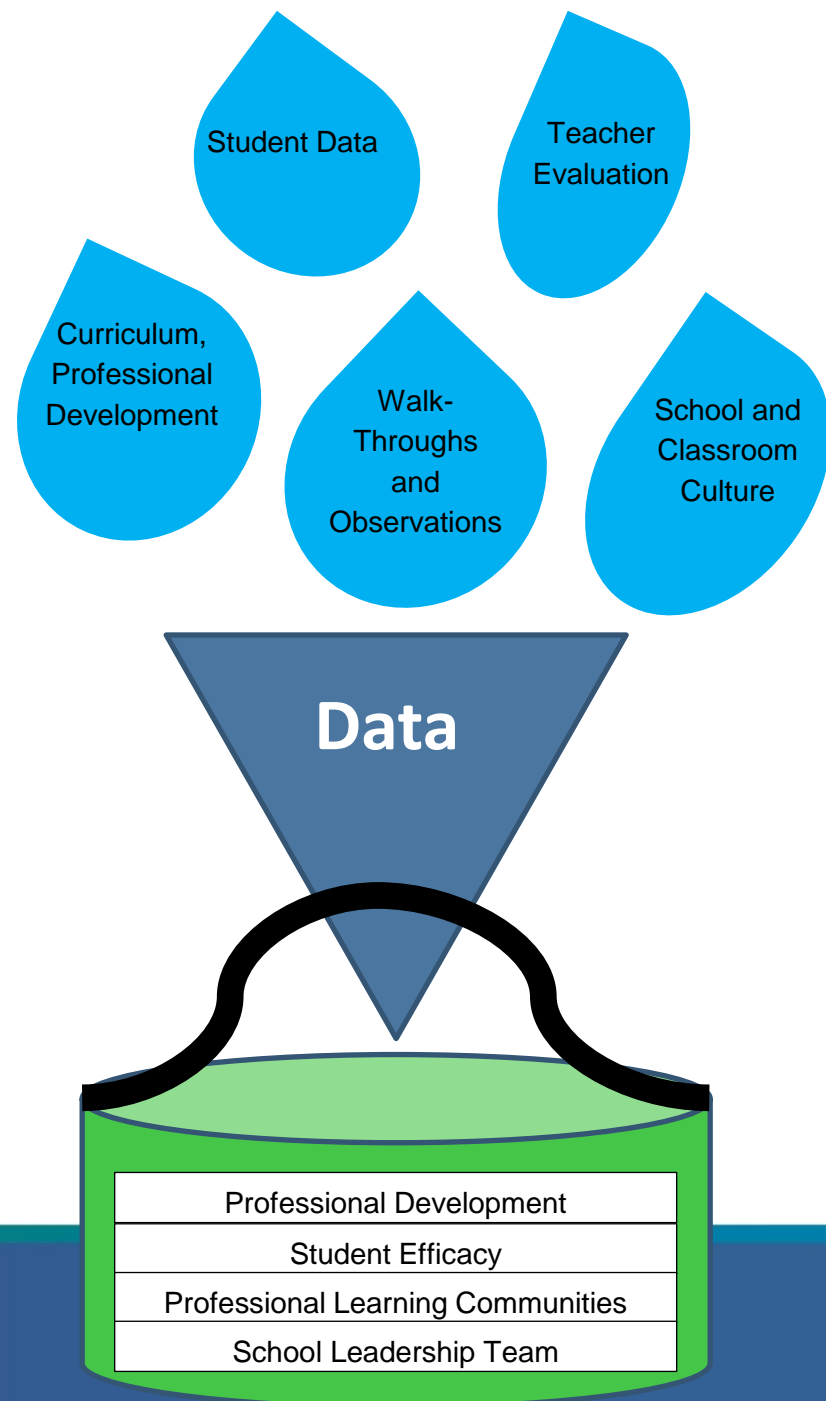


Source: Clifford, Behrstock-Sherratt, & Fetters (2012)



How Does Everything Connect?

Use What You Have



Case Studies

Address the Following:

- What are some of the challenges this principal is facing?
- What are some things the principal could do differently?
- Prioritize and recommend next steps.
- Use the action plan format to identify one next step for this principal.

Your Plan of Action

Action Plan—School Name:

March 2015

Begin action planning using the identified next step.

Feel free to continue using this worksheet to make action plans for other prioritized next steps.

Prioritized Next Step	Related Action Steps	Person Responsible	Timeline	Required Resources	Expected Outcome	Monitoring or Evaluation

Action Planning With School or District Team

Something to Think About: Reflective Questions

- What student data do you collect? How do you collect it and how often?
- Do you and your leadership team conduct walk-throughs? How do you determine the focus of the walk-throughs? How is the information shared with staff members?
- How would you describe your school or classroom culture?
- How do you use data collected (e.g., student, walk-through, teacher evaluation, school, or classroom culture) to inform the work of professional learning communities, determine professional development, and drive the work of your school leadership team?

Action Plan—School Name:

March 2015

Begin action planning using the identified next step.

Feel free to continue using this worksheet to make action plans for other prioritized next steps.

Prioritized Next Step	Related Action Steps	Person Responsible	Timeline	Required Resources	Expected Outcome	Monitoring or Evaluation

Questions and Answers

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